

OKLAHOMA WORKS



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Strategic Delivery Plan

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EXECUTIVE SUMMARY

The Challenge

Oklahoma's economy has advanced over the past several years, and continues to diversify today. Oklahoma's workforce faces a substantial skills gap. As of 2015, 46 percent of Oklahomans have a high school diploma or less. Projections show in 2025 only 23 percent of the state's increasingly robust labor market will be accessible to those Oklahomans who have at most a high school diploma. In other words, there is a 23 percentage point skills gap between the credentials Oklahoma's current workforce possesses and what the state's future economy will require.

In order for Oklahoma to meet labor demands, for businesses to grow and prosper, and for Oklahoma citizens to start businesses or succeed in wealth-generating occupations, we must understand the new minimum for success moving forward will increasingly include a postsecondary degree or credential. Governor Mary Fallin created Oklahoma Works to address this crisis in 2014.

The Solution

Oklahoma Works is an initiative designed to increase the wealth of all Oklahomans through providing education and training for citizens to obtain quality employment. Governor Fallin's rationale is that coordinating strategic priorities and plans across education, training, and industry will increase the wealth of all Oklahomans by providing employment opportunities for workers and ready availability of highly skilled talent for business and industry. The initiative is built upon a coalition of businesses, educational institutions, state agencies, and other partners.

The goal of Oklahoma Works is to implement wealth-generating policies across the state through the alignment of private and public strategic priorities, helping all Oklahomans to achieve the American Dream. To accomplish the overarching goal of wealth generation for all Oklahomans and combat the skills gap, the Office of the Governor, state workforce partners, private business leaders, and numerous other contributors created this Oklahoma Works Strategic Delivery Plan in 2015. These objectives and the supporting strategies were developed to provide necessary support for implementation and remove education and workforce barriers impacting the citizens of Oklahoma.

❖ Objective 1: ALIGN AND CONNECT

Develop, align, and connect the education and training pipeline with the needs of the state's regional economies by coordinating strategic priorities and plans across the education and workforce system.

❖ Objective 2: DATA

Integrate and use workforce and economic development data to inform policy, track progress, and measure success.

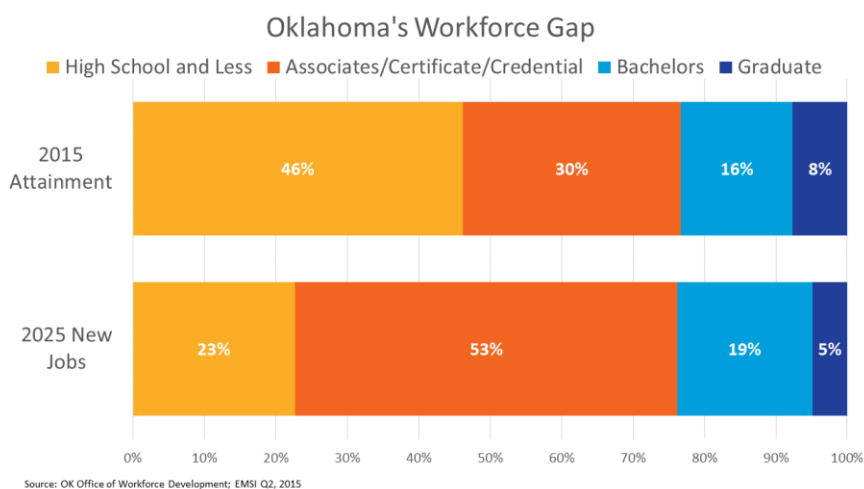
❖ Objective 3: PARTNERSHIPS

Build partnerships between local industry and education at the regional level.

❖ Objective 4: RESOURCES

Optimize use of resources and incentives to achieve the Oklahoma Works goal.

In addition, through an Executive Order in December 2016, Governor Fallin established the Launch Oklahoma educational attainment goal, which states that: Oklahoma will be well-served by establishing the goal of seventy (70) percent of our residents 25-64 years-old having education training beyond high school by the year 2025. In November 2017, the Governor established the goal of 20,000 quality work-based learning opportunities per year by 2020 such that more Oklahomans will have access to quality internships and Registered Apprenticeships.



WHAT IS OKLAHOMA WORKS?

Oklahoma Works is an initiative designed to increase the wealth of all Oklahomans through providing education and training for citizens to obtain quality employment. Our aspiration is to implement wealth-generating policies across the state through the alignment of private and public strategic priorities, helping all Oklahomans to achieve the American Dream.

Introduction

Oklahoma faces a substantial skills gap in its workforce. As we look to the year 2025, one of the state's greatest challenges will be increasing the number of Oklahomans with workforce credentials and college degrees. Current estimates show a 23 percentage point gap between our current workforce and the skilled workforce we will need by 2025. In order for Oklahoma businesses to meet labor demands, and for Oklahoma citizens to acquire and sustain wealth-generating occupations, we must understand that the new minimum for success moving forward will increasingly include a postsecondary degree or credential.

Oklahoma Works will coordinate strategic priorities and plans across education, training, and industry in support of Oklahoma's five wealth generating ecosystems—Aerospace and Defense, Agriculture and Biosciences, Energy, Information and Financial Services, and Transportation and Distribution. The initiative is built upon a coalition of state agencies, educational institutions, businesses, and other partners. Learn more at OklahomaWorks.gov

Critical Support

Oklahoma was one of 14 states participating in the National Governors Association (NGA) Center for Best Practices Talent Pipeline Policy Academy. This cohort of states, announced in August 2014, receives financial support from NGA to help “further governors’ efforts to align education and training systems to the needs of state economies.” The Talent Pipeline Policy Academy and Oklahoma Works operate under the assumption that increasing the number of citizens with a postsecondary degree or relevant workforce certificate will simultaneously allow more people access to the middle class and beyond, provide companies with a better prepared workforce, and ultimately help states benefit from a stronger economy.

Oklahoma Works is also partially funded by the Workforce Innovation and Opportunity Act (WIOA), which requires the governor of each state to submit a state plan to the U.S. Secretary of Labor outlining a four-year workforce development strategy. WIOA creates a national network of federal, state, regional, and local agencies and organizations that provide a range of employment, education, training, and related services to help all jobseekers secure quality positions while also providing businesses with the skilled workers they need to compete in the global economy. Oklahoma's WIOA Unified State Plan, which includes detailed analyses of statewide workforce development activities and the needs of local employers, is fully aligned to this Oklahoma Works plan. An executive summary of Oklahoma's WIOA Unified State Plan is available in Appendix B.

The development of this plan was facilitated by the Statewide Performance Department at the Office of Management and Enterprise Services. The Statewide Performance team supports the objective and strategy leads and teams to track progress, report successes, and add capacity toward the efforts and implementation of Oklahoma Works.

Acknowledgements of all who contributed to, participated in and facilitated the development of this plan can be found in Appendix E.

Major funding partners who support the work of Oklahoma Works include: JPMorgan Chase (through the New Skills For Youth grant), the Lumina Foundation, the Oklahoma Business Roundtable (BRT) and the State Chamber of Commerce.

Key Economic Networks (KENs)

- Chambers of Commerce
- Economic Development Organizations
- Education Institutions
- Private Vocational Schools
- Regional Businesses
- Regional Medical Providers
- Regional State Workforce Partners Staff
- Native American Tribes
- Workforce Development Boards
- Community-based Organizations

State Workforce Partners

- Board of Private Vocational Schools (OBPBS)
- Center for the Advancement of Science and Technology (OCAST)
- Department of Career and Technology Education (CareerTech)
- Department of Commerce
- Department of Corrections (DOC)
- Department of Health (Health)
- Department of Human Services (DHS)
- Department of Mental Health and Substance Abuse Services (ODMHSAS)
- Department of Rehabilitation Services (DRS)
- Department of Veterans Affairs
- Employment Security Commission (OESC)
- HealthCare Authority (OHCA)
- Office of Educational Quality and Accountability (OEQA)
- Office of Management and Enterprise Services (OMES)
- Office of Workforce Development
- State Chamber/Oklahoma Educated Workforce Initiative
- State Department of Education (SDE- K-12)
- State Regents for Higher Education (Regents, OSRHE)

Oklahoma Works Leaders and Stakeholders

Within Oklahoma, **The Governor's Council for Workforce and Economic Development (GCWED)** has been tasked with using data to inform policy, track progress, and measure success. A complete list of GCWED members may be found on page five. State workforce partners (departments and agencies impacting career readiness) developed metrics for targeted wealth generation across Oklahoma. GCWED selected targets from these metrics, which formed the foundation of the Governor's Council Dashboard. GCWED metrics are housed on OKStateStat.OK.gov and can also be found on the Oklahoma Works website at OklahomaWorks.gov. OKStateStat was launched in 2015 and serves as the performance framework for Oklahoma's new transparent Performance-Informed Budgeting system. This dashboard facilitates the use of data to inform policy, track progress, and consistently measure success statewide.

Oklahoma launched OklahomaWorks.gov to serve as the state's comprehensive platform and interactive tool for a broad audience, including job seekers, employers, workforce partners, and policy makers. The site includes information on job openings, labor market data, degree and credential requirements, and available education and training resources. Additionally, this site contains all Oklahoma Works metrics.

Key Economic Networks (KENs) are areas in which labor market data demonstrate geographic similarities with regard to occupations and commuting patterns. Within these areas, regional business leaders, educators, private organizations, and workforce partner staff collaborate to identify solutions to local challenges that when addressed regionally help to grow a skilled workforce and encourage wealth generation in the state. Each KEN region has a Champion, a regional business leader appointed by Governor Fallin, who coordinates local efforts to support Oklahoma Works.

As part of Oklahoma Works, **State Workforce Partners** collaborate to align and connect education and workforce resources to remove workforce barriers and better support the citizens of Oklahoma. Workforce partners also annually review funding sources and incentives provided by federal, state, and local sources and chart the effectiveness of funding used by the state's education, workforce, and economic development system. A complete list of State Workforce Partners may be found in the left margin of this page, and a flow chart and organizational chart for Oklahoma Works may be found in Appendix C and D, respectively.

The Governor's Council for Workforce and Economic Development (GCWED)

Council Members

- Katie Altshuler, Office of Governor Mary Fallin
- Cheryl Carlan, Michelin North America, Inc.
- Jimmy Curry, AFL-CIO
- Kenneth Doke, Muskogee County Commissioner
- Kelly Doyle, Center for Employment Opportunities
- Nici Duncan, Ditch Witch, A Charles Machine Works Co.
- Shelly Dunham, Okeene Municipal Hospital
- David Gerken, Red Plains Ranch
- Chuck Gray, Frontier Electronic Systems Corp.
- Nathaniel Harding, Antioch Energy
- John Hawkins, Integrated Insurance Services
- Ted Jenkins, Tulsa Electrical Joint Apprenticeship and Training Committee
- David Keith, McAlester Regional Health Center
- Marcie Mack, Department of Career and Technology Education
- Richard McPherson, Oklahoma Employment Security Commission
- Donnalla Miller, Princess Transport LLC
- Chuck Mills, Mills Machine Company, Inc.
- Steven Shepelwich, Federal Reserve Bank of KC-OKC Branch
- Natalie Shirley, Secretary of Education and Workforce Development
- John Smaligo Jr., Tulsa County Commissioner
- Valerie Thompson, Urban League of Greater Oklahoma
- Noel Tyler, Department of Rehabilitation Services
- Dale DeWayne Wilcox, IBEW Local 1141
- Marty Williams, Williams Farms

Ex-Officio Members

- Joe Allbaugh, Department of Corrections
- Chris Benge, Secretary of Native-American Affairs
- Steve Buck, Secretary of Health and Human Services
- Joy Hofmeister, State Superintendent of Public Instruction
- Glen Johnson, Chancellor, State Regents for Higher Education
- Becky Pasternik-Ikard, Health Care Authority
- Deby Snodgrass, Secretary of Commerce and Tourism
- Terri White, Commissioner of Mental Health and Substance Abuse Services

Asset Map

In order to achieve the ambitious goals of Oklahoma Works, the initiative's full array of workforce partners must align efforts and take active roles in ensuring resources are used in ways that maximize, strengthen, and support the education to workforce pipeline for all Oklahomans. Underpinning all Oklahoma Works efforts is a comprehensive asset map, built and maintained by the Statewide Performance Department within the Office of Management and Enterprise Services, which helps to describe the current set of workforce resources and activities in Oklahoma.

When fully leveraged, the knowledge generated from the Oklahoma Works asset map will allow the state to provide workforce partners, regional networks, and citizens with knowledge of available resources at the state and local level. State leaders will also be able to effectively evaluate local and statewide socioeconomic and policy barriers and work toward solutions which will assist Oklahomans in obtaining the skills and education necessary for the career path they desire. This foundational work has the potential to significantly increase Oklahomans' knowledge of resources available and subsequently reduce the current skills gap.

Wealth Generating Ecosystems

Workforce Ecosystems, or economic systems in major areas of employment throughout the state, are a systematic way of thinking about Oklahoma's economy and to assist us in policy discussions on how to prioritize our local, and sometimes scarce, resources. After a comprehensive quantitative analysis of 72 variables and over 48,000 data points, state analysts determined which industries rank the highest in terms of wealth generation and growth potential. From this analysis, five ecosystems that drive wealth in Oklahoma were identified: Aerospace and Defense, Agriculture and Biosciences, Energy, Information and Financial Services, and Transportation and Distribution. Complementary ecosystems, which help to expand wealth in the economy include: Construction, Health Care, Education, and Creative Industries. These complementary ecosystems provide the infrastructure and services to support the driver systems in our state's framework.

Ecosystem data aides in the marketing of wealth drivers to maximize business opportunities in Oklahoma. The Department of Commerce's regional teams and local community and economic development professionals, work with local leaders to bridge the gaps between business and industry, ecosystem development, and the efforts of communities and local economic development entities. The regional approach serves as the "boots on the ground" intermediary to bring the ecosystem data to life; acting as the conduit of knowledge and resources in support of ecosystem stability and continued growth within geographic regions.

Wealth Generating Ecosystems



PLANNING FOR SUCCESS: OKLAHOMA WORKS ARCHITECTURE

Goal

The goal of Oklahoma Works is to implement wealth-generating policies across the state by coordinating the alignment of private and public strategic priorities so all Oklahomans can achieve the American Dream.

Launch Oklahoma: Oklahoma Educational Attainment Goal

In 2016, the Governor directed the Oklahoma Works Leadership Team through an Executive Order (Appendix F) to implement an Educational Attainment Goal for the State of Oklahoma called Launch Oklahoma. Launch Oklahoma is the overarching goal of the Oklahoma Works initiative and states that: Oklahoma will be well-served by establishing the goal of seventy (70) percent of our residents 25-64 years-old having education training beyond high school by the year 2025. In addition, analysis of regional educational attainment data yielded regional educational attainment goals (Appendix G).

Earn and Learn Oklahoma: Work-Based Learning Goal

In November 2017, the Governor established the goal of 20,000 quality work-based learning opportunities per year by 2020. As a result more Oklahomans will have access to quality internships and Registered Apprenticeships. The goal, known as Earn and Learn Oklahoma, will assist students and adults in increasing their education and training attainment while removing barriers keeping Oklahomans from completing degrees, certificates and credentials.

Rationale

If strategic priorities and plans across education, training, and industry are coordinated, then the wealth of all Oklahomans will increase due to better aligned employment opportunities for workers and increased availability of highly skilled talent for business and industry.

To achieve Governor Fallin's Oklahoma Works goal, the Office of the Governor, its state workforce partners, and multiple stakeholders have developed this plan, consisting of four objectives and underlying focus areas. The overarching Oklahoma Works goal falls under the leadership of Katie Altshuler, Policy Director, Office of Governor Mary Fallin. The blueprint of Oklahoma Works' Strategic Delivery Plan can be found in Appendix A.

Overall Measures of Success

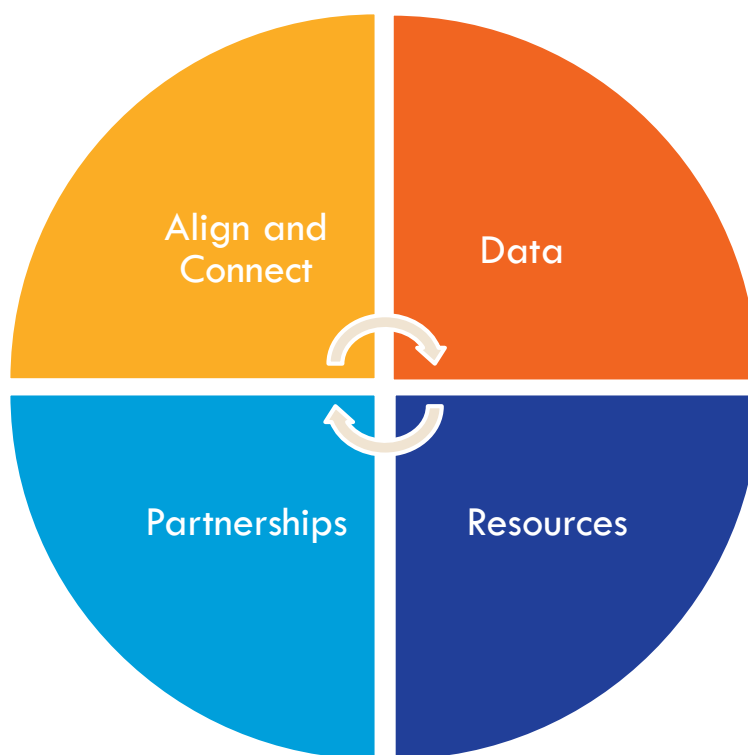
The success of Oklahoma Works will be measured through achieving the educational attainment goal known as Launch Oklahoma Goal, which states that:

Oklahoma will be well-served by establishing the goal of seventy (70) percent of our residents 25-64 years-old having education training beyond high school by the year 2025.

In addition, the workforce and education metrics below have been identified to track success and monitor progress for the Oklahoma Works initiative. These metrics are available on the www.OKStateStat.ok.gov and OklahomaWorks.gov dashboards, and include the following measures of success:

- Increase employment in the five wealth generating ecosystems (Aerospace and Defense, Agriculture and Biosciences, Energy, Information and Financial Services, and Transportation and Distribution)
- Increase the total labor force participation rate
- Increase the per capita personal income as a percentage of the national average
- Decrease the state income poverty rate
- Increase the percentage of high school graduates meeting college readiness benchmarks on ACT and SAT
- Increase the number of degrees and certificates obtained
- Increase the percentage of 4th grade students statewide who score proficient or above in reading
- Decrease the state youth unemployment rate

Oklahoma Works Objectives Overview



❖ Objective 1: ALIGN AND CONNECT

Develop, align, and connect the education and training pipeline with the needs of the state's regional economies by coordinating strategic priorities and plans across the education and workforce system.

Objective Lead: Sarah Ashmore, Oklahoma Works Coordinator, Oklahoma Office of Workforce Development

A robust and well-defined education and training pipeline sits at Oklahoma Works' foundation. The development of this pipeline and alignment to regional economies and workers' needs will streamline overlapping efforts at the state level, encourage cross-agency collaboration, and effectively evaluate local and statewide socioeconomic and policy barriers. This objective will specifically focus on state and regional workforce challenges, including but not limited to strengthening career pathways throughout the lifespan, increasing postsecondary education and training attainment, ensuring workforce readiness, and improving transportation services to allow better access to training and employment opportunities.

❖ Objective 2: DATA

Integrate and use workforce and economic development data to inform policy, track progress, and measure success.

Objective Leads: Cindy Koss, Ed.D., Deputy Superintendent for Academic Affairs and Planning, Oklahoma State Department of Education and Marcie Mack, Ed.D., State Director, Oklahoma Department of Career and Technology Education

Effective collection and utilization of education, workforce, and economic data is essential to Oklahoma's ability to decrease the gap between labor supply and demand, improve efficiency in service delivery, and generate wealth for all Oklahomans. While numerous data collection mechanisms exist statewide, it is Oklahoma Works' responsibility to bring this information together and, where applicable, address gaps and identify leading indicators and benchmarks for success.

❖ Objective 3: PARTNERSHIPS

Build partnerships between local industry and education at the regional level.

Objective Lead: Jennifer Monies, Executive Director, Oklahoma Educated Workforce Initiative, an affiliate of the State Chamber of Oklahoma

The Partnerships objective of Oklahoma Works aims to cultivate engagement and productive relationships among business leaders in the private sector, Oklahoma's education and training systems, and other workforce partners, specifically through Key Economic Networks (KENs) within the state. These strong relationships will facilitate essential knowledge sharing and encourage the alignment of statewide and regional business and industry needs with the skills taught throughout Oklahoma's education system. Each KEN region will work to develop and engage strong private sector relationships in order to help ensure that business and industry workforce needs are heard and met.

❖ Objective 4: RESOURCES

Optimize use of resources and incentives to achieve the Oklahoma Works goal.

Objective Lead: Jake Yunker, Deputy Policy Director, Office of Governor Mary Fallin

The State of Oklahoma is anticipating budget challenges, possibly for multiple years. The focus on resources will bring together workforce system partners to identify similar or duplicative services offered to clients, maximizing the impact of funds allocated to support workforce services within multiple state agencies. The Resources Objective will also identify specific avenues for cross-agency solutions. Ultimately, agencies will be empowered to reallocate existing resources to provide a greater range of workforce services to Oklahomans. This effort will also examine opportunities to further leverage private investment in programs and services and to implement formal public-private partnerships.

Please see below for additional detail on each of the objectives and strategies.

Objective 1: Align and Connect

Develop, align, and connect the education and training pipeline with the needs of the state's regional economies by coordinating strategic priorities and plans across the education and workforce system.

Workforce Challenge	Strategy 1: Career Pathways
Description	<p>Improving Oklahomans' exposure to Career Pathways and career options, along with the education and training required for entry into and advancement within a career is necessary in order to increase the number of Oklahomans in the education-to-workforce pipeline and to maximize our precious state and local resources.</p> <p>By aligning workforce readiness training, Career Pathways and career options exposure among programs and with the needs of the state's businesses, more Oklahomans will be: aware of viable paths to career entry and career building, exposed to careers at an earlier age, empowered with the information needed to best use valuable resources, and workforce ready faster. This effort includes increasing the number of employees with the workforce readiness skills identified by business and educators as being necessary to enter and succeed in the workforce. By aligning these efforts, state agencies will be able to prioritize resources to support those in pursuit of high-demand occupations, and businesses will have the skilled workforce they need to succeed.</p>
Desired Success	<ul style="list-style-type: none"> • Ensure Oklahomans are exposed to and explore Career Pathway options within Oklahoma's ecosystems at earlier ages • Utilize current labor market information to identify and promote high-demand career options • Ensure Oklahoma students are exposed to high-demand industries and occupations in their region • Oklahomans demonstrate the knowledge, capacity and have appropriate employability skills to enter and succeed in the workforce and along a career pathway • Oklahoma entrepreneurs have the skills they need to innovate and succeed • Increase the number of Oklahomans exposed to employability skills training, workforce training and education • Ensure education coursework and/or training offered is aligned with employer-validated work readiness standards, competencies and skills • Oklahomans have access to multiple entry and exit points along career pathways and to the supportive services necessary to be successful in career entry and progression
Lead	<p>Sarah Ashmore, Oklahoma Works Coordinator, Oklahoma Office of Workforce Development</p> <p>Chelsea Hunt, Career Pathway Strategy Lead for New Skills for Youth Initiative, Oklahoma State Department of Education</p>

Objective 1: Align and Connect - Strategy 1: Career Pathways (continued)

Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> Develop an operational definition of “employability skills” (punctuality, attendance, written and verbal communication, ethics, etc.) necessary for employment and citizenship in partnership with the business community Agree upon a common definition and inventory of existing Career Pathways initiatives Partner with K-12 education at regional levels for optimum student and educator exposure to existing and future career options and workforce readiness Hold two STEM regional meetings focused on careers in ecosystems 	<ul style="list-style-type: none"> Finalize plan to fill gaps and more effectively align existing programs at the regional and state levels Finalize plan to formalize and incorporate employability skills training and career pathways for youth and adults Establish baseline metrics Set goals to improve metrics Develop an inventory of workforce partner programs that offer workforce readiness in the form of employability skills, and career options exposure programs and those pathways specific to Oklahoma’s critical occupations Catalog careers and career progression, along with necessary credentials and skills, regionally and within state ecosystems Identify best-practices within regions and the state regarding career pathways and career readiness programs Utilize resources developed above to identify gaps, complementary workforce readiness and career pathways programs (points of entry, populations, etc.) Utilize resources developed above to determine programs in which employability skills assessment and training, and career options exposure and preparation programs can be added Utilize and align available tools such as OKCareerGuide and OKCollegeStart
	2018	2019
	<ul style="list-style-type: none"> Measure success Revise and adjust to develop next steps 	<ul style="list-style-type: none"> Continue work and measure success against new targets

Objective 1: Align and Connect - Strategy 1: Career Pathways (continued)

Major Metrics	<ul style="list-style-type: none">• Increase labor participation rate• Employers survey indicates a significant increase in the perception of the development of in employability skills within emerging workforce• Increase number of internship and apprenticeship programs offered• Increase number of Oklahomans enrolling in education and skills training• Reduce costs associated with the surplus of credentials and degrees that the economy does not support• Improve speed of progression through the talent pipeline• Earlier and consistent exposure to Career Pathways• Reduce the skills gap• Increase website usage for New Skills for Youth website				
Resources Required	<table><tr><th>Agency or Resource</th><th>Role</th></tr><tr><td><ul style="list-style-type: none">• All workforce partners that have programs involving career readiness and career pathways in critical occupations• KENs and KEN Champions• SDE and NSFY Grant• Governor’s Council Career Pathways Committee• Governor’s Council Youth Program Committee</td><td><ul style="list-style-type: none">• All agencies that have a career readiness or career option exposure component will assist in the identification of who these services are for and how they are implemented• The OMES Statewide Performance Department will assist in the agency efforts of mapping out state assets on career readiness, career pathways and career options exposure and visually identifying gaps and duplication• KENs will provide regional information around best practices and inhibitors to workforce readiness, as well as develop relationships with local businesses to gather information in support of Oklahoma’s ecosystems, and with educators to ensure regular and productive business/education interaction• Workforce will provide data for plan development, implementation, and performance measurement• SDE will help inform establishment of best practice within regions and the state regarding career pathways and career readiness programs• GCWED Committees will guide/inform the work on career pathways (through the KENs and/or other stakeholders)</td></tr></table>	Agency or Resource	Role	<ul style="list-style-type: none">• All workforce partners that have programs involving career readiness and career pathways in critical occupations• KENs and KEN Champions• SDE and NSFY Grant• Governor’s Council Career Pathways Committee• Governor’s Council Youth Program Committee	<ul style="list-style-type: none">• All agencies that have a career readiness or career option exposure component will assist in the identification of who these services are for and how they are implemented• The OMES Statewide Performance Department will assist in the agency efforts of mapping out state assets on career readiness, career pathways and career options exposure and visually identifying gaps and duplication• KENs will provide regional information around best practices and inhibitors to workforce readiness, as well as develop relationships with local businesses to gather information in support of Oklahoma’s ecosystems, and with educators to ensure regular and productive business/education interaction• Workforce will provide data for plan development, implementation, and performance measurement• SDE will help inform establishment of best practice within regions and the state regarding career pathways and career readiness programs• GCWED Committees will guide/inform the work on career pathways (through the KENs and/or other stakeholders)
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Workforce Challenge	Strategy 2 Postsecondary Attainment and Work-Based Learning
Description	<p>Increasing postsecondary education and training opportunities for Oklahomans is vital to closing the state's skills gap. This includes increasing the number of employees with workforce readiness credentials (employability skills as defined by the Business Roundtable) as a top priority to ensuring workforce success. Key components in increasing postsecondary attainment, include such things as: postsecondary opportunities in high school (e.g. AP courses, concurrent/dual enrollment), early exposure to career options, adult completion programs, work-based learning opportunities (e.g. internships, apprenticeships) and access to supportive services necessary to complete postsecondary education and training (e.g. financial aid, tutoring, advisement).</p> <p>Launch Oklahoma was established in December 2016, and states that: Oklahoma will be well-served by establishing the goal of seventy (70) percent of our residents 25-64 years-old having education training beyond high school by the year 2025. To meet this goal, Oklahoma will target returning adults, adults without any previous postsecondary experience, and traditional students to enroll and complete degrees, certificates and credentials of value.</p> <p>Additionally, Earn and Learn Oklahoma was instituted in November 2017, and states that by establishing the goal of 20,000 quality work-based learning opportunities per year by 2020, more Oklahomans will have access to quality internships and Registered Apprenticeships. Increasing work-based learning opportunities in the state for youth and adults is a vital component to ensuring more Oklahomans obtain the specialized knowledge and credentials to enter in-demand occupations, start businesses, or complete education and training in less time and with less debt upon completion.</p>
Desired Success	<ul style="list-style-type: none"> • Oklahomans demonstrate appropriate employability skills to enter, progress and succeed in the workforce and along a career pathway • Employers have the trained and skilled workforce they need to be successful • More businesses will build and expand in Oklahoma, which will be a desirable location because of the state's expanding skilled workforce • Oklahoma entrepreneurs have the skills they need to innovate and succeed • More Oklahomans will successfully complete employability skills training, workforce training, educational programs, registered apprenticeships, and high-quality internships and work-based learning experiences • Provide equity in access for underserved populations to participate in education and training programs, registered apprenticeships, and high-quality internships, in order to attain degrees, certificates or credentials • Increase the number of postsecondary degrees, certificates and credentials awarded to high school students so they can enter the workforce or postsecondary institutions with the skills, credentials or credit hours needed to succeed in demand occupations • Increase postsecondary educational attainment for all Oklahomans • Increase the number of articulation agreements in the State
Lead	Sarah Ashmore, Oklahoma Works Coordinator, Oklahoma Office of Workforce Development

Objective 1: Align and Connect - Strategy 2: Postsecondary Attainment and Work-Based Learning
 (continued)

Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> Identify state and national best practices Convene regional meetings for education administrators, counselors, teachers, postsecondary institutions, and the business community to discuss models of best practice and credentials and degrees of value in KEN regions Catalogue existing postsecondary credentialing opportunities in Oklahoma's high schools 	<ul style="list-style-type: none"> Identify potential pilot programs and establish state cohort for implementation Implement pilot programs and identify successes and challenges Convene meetings to discuss programs and implementation strategies Launch Oklahoma Leadership Team submits plan to the Governor by Nov. 1 Establish work-based learning goal by Nov. 31
	2018	2019
	<ul style="list-style-type: none"> Carry out strategies identified in the Launch Oklahoma plan Conduct extensive outreach, capacity building, and professional development to support implementation and monitor progress of implementation Evaluate and produce operational guide to implementing postsecondary degree and credential programs Convene a committee to discuss the development of incentives for schools and postsecondary institutions to implement postsecondary programs in high schools Identify new partnerships to expand work-based learning opportunities Create a system for counting statewide work-based learning experiences Monitor annual progress toward achieving work-based learning goal 	<ul style="list-style-type: none"> Evaluate programs' effectiveness in the state and the use of incentives to encourage participation Monitor annual progress toward achieving work-based learning goal

Objective 1: Align and Connect - Strategy 2: Postsecondary Attainment and Work-Based Learning
 (continued)

Major Metrics	<ul style="list-style-type: none"> • Annual increase in the number of degrees and certificates earned in Oklahoma to 59,000 per year • Increase attainment of post-secondary degrees and credentials to 70% by 2025 among Oklahoma's workforce aged 25-64 years • Increase in the number of high school diplomas or high school equivalency degrees earned • Increase in the number of schools offering AP credits, dual enrollment opportunities, and competency-based education opportunities • Increase in the number of students enrolling in postsecondary education after high school • Increase in number of students participating in internships and apprenticeships during high school • Increase in the number of adults enrolling in degree and credentialing programs • Increase in the number of adults entering registered apprenticeship programs • Reduce the need for remediation in postsecondary education and training • Increase in the number of students taking and passing AP exams 	
Resources Required	Agency or Resource	Role
	<ul style="list-style-type: none"> • SDE (K-12), CareerTech, and Higher Ed • Superintendents, high school principals, counselors, and teachers • KENs and KEN Champions • Local chambers and business owners • Launch Oklahoma Leadership Team • Oklahoma Office of Workforce Development • U.S. DOL State Apprenticeship Office 	<ul style="list-style-type: none"> • Government agencies will enhance existing and create new agreements to award credit and credentials, as well as look at more effective cost management • School and regional business leaders will collectively identify community needs and determine common credentials and degrees of value in each community in addition to the state's ecosystems

Workforce Challenge	Strategy 3: Transportation Services	
Description	Transportation is a common challenge among rural and urban Oklahomans, and addressing this challenge is fundamental to connecting education, training, and work opportunities with those who need them most. By better aligning existing transportation services among state programs and the private and non-profit sectors, more Oklahomans will have access to education, training, work, and services that support entering and remaining in the workforce.	
Desired Success	<ul style="list-style-type: none"> • Ensures more Oklahomans can enter the workforce pipeline by traveling to and from services, education, training, and places of employment • Improves efficiency for riders traveling to and from services, education, training, and places of employment • Reduces costs for transportation providers 	
Lead	Sarah Ashmore, Oklahoma Works Coordinator, Oklahoma Office of Workforce Development	
Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> • Develop a detailed asset map of all workforce partner programs that offer transportation services, and existing tangible resources (vehicle type, accessibility of vehicle, schedules) • Develop a layered route map of workforce partner program services • Identify in-state and out-of-state best-practices (formal and informal, among public, private, and non-profit sectors) at the local/community level • Identify travel patterns to and from work, education, and training • Identify and engage major employers • Utilize above developed resources to identify gaps and complementary transportation services among programs (points of entry, populations, etc.) 	<ul style="list-style-type: none"> • Finalize plan to maximize efficiency for both users and providers • Establish baseline metrics • Set goals to improve baseline metrics • Troubleshoot legal barriers at federal, state, and local levels • Develop MOUs, contracts, and cooperative agreements among agencies, programs, and the private and non-profit sectors
	2018	2019
	<ul style="list-style-type: none"> • Measure success • Revise targets to reflect more ambitious goals as strategy implementation progresses 	<ul style="list-style-type: none"> • Continue work and measure success against new targets

Objective 1: Align and Connect - Strategy 3: Transportation Services (continued)

Major Metrics	<ul style="list-style-type: none"> • Increased labor participation rate • Increased number of Oklahomans enrolling in education and skills training • Reduction of transportation costs to providers • Better service to and satisfaction of Oklahomans • Reduction in the skills gap 	
Resources Required	Agency or Resource	Roles
	<ul style="list-style-type: none"> • All workforce partners that have programs involving transportation • KENs and KEN Champions • United We Ride Governor's Council 	<ul style="list-style-type: none"> • All agencies that have programs with a transportation component will assist in the identification of who the programs serve and how they are implemented • KENs and KEN Champions will provide localized best practices and assets, and establish relationships with major regional employers to include in transportation routes or services • The OMES Statewide Performance Department will assist in the agency efforts of mapping out state assets on transportation and identifying gaps and complementary services • Workforce will provide data for plan development, implementation, and performance measurement • United We Ride- provide expertise in transportation system components, barriers and best practices

Objective 2: Data

Integrate and use workforce and economic development data to inform policy, track progress, and measure success.

Objective 2	Strategy 1: Labor Supply and Demand Gap	
Description	Utilize statewide data to decrease the gap between labor supply and demand by defining determinants and benchmarks along all levels of education and training that lead to employability in identified ecosystems, evaluating and utilizing competencies and assessments, and identifying and working to minimize existing data gaps.	
Desired Success	<ul style="list-style-type: none"> • Establish a Workforce and Education Collaborative • Utilize statewide data to inform and support other objectives in closing the skills gap in critical occupations that support Oklahoma's ecosystems • Improve data collection and dissemination • Achieve success benchmarks with regard to all sources of potential labor supply data • Establish a common workforce and education data platform • Bring all determinants together and merge data across fields and agencies where applicable • Establish a common workforce and education dashboard with all determinants and benchmarks 	
Lead	Grant Butler, Strategic Initiatives Specialist, Information Services, Office of Management and Enterprise Services	
Workflow and Milestones	2016 <ul style="list-style-type: none"> • Create data MOUs with education, Governor's Cabinet, and other agencies as needed for relevant data • Identify the determinants and benchmarks that lead to employability • Define and prioritize metrics 	2017 <ul style="list-style-type: none"> • Establish data governance and MOUs if needed • Establish common data platform • Cross link licensing/permitting data to employment data
	2018 <ul style="list-style-type: none"> • Provide data collection, data analysis, and data use for the following: <ul style="list-style-type: none"> ○ Review and identify best practices to deliver on metrics ○ Disseminate best practices to stakeholders ○ Increase awareness of best practices • Begin to disseminate data updates annually • Define statewide data use opportunities not yet addressed 	2019 <ul style="list-style-type: none"> • Evaluate and utilize data to realize opportunities identified in 2018 • Provide data updates • Review and update data sets • Provide and use data analysis • Operationalize data driven decision making for workforce and education policies

Objective 2: Data - Strategy 1: Labor Supply and Demand Gap (continued)

Major Metrics	<ul style="list-style-type: none"> • Percentage of workforce and education agencies contributing data to a common data platform • Number of Local Education Agencies contributing to the common data platform through the State Department of Education data intake process • Number of individuals represented in the common data platform • Number of Oklahoma Works research/policy questions answered through analysis enabled by the common data platform 	
Resources Required	Agency or Resources	Roles
	<ul style="list-style-type: none"> • SDE (K-12), CareerTech, Regents for Higher Education, other workforce partners • SLDS, WDQI • Other data systems • OMES 	<ul style="list-style-type: none"> • Provide and manage data • Provide data systems • Provide security, act as neutral party to create central conduit

Objective 2	Strategy 2: OKJobMatch	
Description	Establish OKJobMatch as the official public job and labor exchange system for the state. OKJobMatch will connect jobseekers with employers for Title I and Title II WIOA Resources, making it easier for employees to find jobs and for employers to find candidates faster and more effectively while improving the accuracy of data available to decision-makers. Implementation of the OKJobMatch workforce data system across WIOA one-stop partner programs will enhance service delivery and improve efficiencies in reporting on performance accountability measures.	
Desired Success	<ul style="list-style-type: none"> • Procure and implement new OKJobMatch system for Oklahoma Works customers, WIOA Partners and programs • Increase public awareness and usage of OKJobMatch by both customers and employers • Ensure data linkage between OKJobMatch and Oklahoma Works Labor Market Dashboard housed on OklahomaWorks.gov • Be the state-wide, business-friendly resource for Oklahoma employers to post available jobs • Resolve accessibility issues by creating a fully-functional and user-friendly mobile platform • Improve coordination of services across one-stop partner programs by utilizing local input in the design and implementation of OKJobMatch • Establish a seamless transition between OKJobMatch.com and OklahomaWorks.gov 	
Lead	Richard McPherson, Executive Director, Oklahoma Employment Security Commission Mike Widell, Deputy Secretary of Workforce, Office of Workforce Development	
Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> • Create Project Plan for procurement and implementation of OKJobMatch • Burning Glass to AJLA Conversion/Vendor management transition • Procure new web-based OKJobMatch system • Integrate look and feel of Oklahoma Works with OKJobMatch • Connect workforce dashboard data system to Oklahoma Works • Begin system implementation • Increase Unemployment Insurance system interfaces with OKJobMatch • Connect jobseekers with employers based on WIOA Title I and II resources 	<ul style="list-style-type: none"> • Complete OKJobMatch system training for WIOA one-stop partner programs staff • Complete system implementation • Launch OKJobMatch mobile device accessibility • Identify all public workforce job/labor exchange systems

Objective 2: Data - Strategy 2: OKJobMatch (continued)

Workflow and Milestones (continued)	2018	2019
	<ul style="list-style-type: none"> • Mandatory WIOA one-stop partner programs commence connecting and serving clients in OKJobMatch (Adult Ed, DRS) • Begin alignment and compilation of system, such that one public job/labor exchange system exists, including Higher Ed job matching tools 	<ul style="list-style-type: none"> • Non-mandatory WIOA one-stop partners commence connecting and serving clients in OKJobMatch (TANF, SCSEP, etc.) • All public systems on asset map are combined into one system
Major Metrics	<ul style="list-style-type: none"> • Total usage, including mobile usage • Increase the number of businesses posting jobs • Increase number of jobseekers using the system • Increase the number of successful matches • Increase ecosystem employers using the system • Increase ecosystem jobseekers using the system • Increase satisfaction of users 	
Resources Required	Agency or Resources	Roles
	<ul style="list-style-type: none"> • Office of Workforce Development • Department of Rehabilitation Services • OESC, CareerTech, SDE (K-12), Regents for Higher Education • OMES ISD 	<ul style="list-style-type: none"> • Vendor vetting, data analysis • Referring jobseekers, maintaining the system • Referring jobseekers • Data warehousing and management, vendor vetting

Objective 2	Strategy 3: Common Connectivity	
Description	Create a common connectivity portal which allows various service providers to identify when services apply to a particular citizen, increasing efficiency and effectiveness of services while decreasing repetitive and disparate entry points. This system will allow for common intake such that, if a citizen provides information to a provider of service and is in need of service, that citizen would be connected to all potential service providers based on eligibility indicators. Each service provider's system would connect to the common connectivity portal statewide.	
Desired Success	<ul style="list-style-type: none"> • Create a common connectivity portal for clients across workforce and education service providers and agencies • Coordinate services provided across multiple agencies • Improve agency coordination and collaboration for increased effectiveness for the client and efficiency for the system • Increase coordinated support, such that fewer individuals must return to service providers in order to receive support 	
Lead	Jeane Burruss, Workforce Systems Coordinator, Office of Workforce Development Melinda Fruendt, Project Coordinator, Department of Rehabilitation Services	
Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> • Develop a workgroup to address the issue utilizing the System Review Team and local supporters/users <ul style="list-style-type: none"> ○ Consisting of System Review Team and local representation and support • Work groups plan and brainstorm system requirements and functions for a common connectivity portal • Develop a data governance structure for the new portal, including data leads from workforce and education partners and service providers • Conduct customer satisfaction survey before implementation 	<ul style="list-style-type: none"> • Develop project plan for procurement and/or development and implementation of a Common Connectivity portal • Procure Common Connectivity portal • Connect partner agencies to the Common Connectivity portal • Match clients across agencies and create common intake information
	2018	2019
	<ul style="list-style-type: none"> • Implement Common Connectivity portal statewide • Connect citizens to new portal • Connect system to OKJobMatch 	<ul style="list-style-type: none"> • All eligible citizens and agencies use the common connectivity portal to connect to services • Conduct customer satisfaction survey after implementation

Objective 2: Data - Strategy 3: Common Connectivity (continued)

Major Metrics	<ul style="list-style-type: none"> • Reach 100% partner participation (18 partners) • Increase customer satisfaction as measured by surveys before and after implementation • Increase number of customers served by the new common intake after implementation • Reduce gap in training/education needed to acquire employment • Improve delivery and accessibility of services to all citizens in portal 	
Resources Required	Agency or Resources	Roles
	<ul style="list-style-type: none"> • OMES-ISD • Office of Workforce Development • Agency Partners Work Group 	<ul style="list-style-type: none"> • Assist in security, design, procurement, implementation and data migration • Compile and analyze data to improve services, provide support, WDQI grant • Connect to Common Connectivity portal to better provide services to citizens

Objective 3: Partnerships

Build partnerships between local industry and education at the regional level.

Objective 3	Strategy 1: Regional Partnerships	
Description	Cultivate and maintain productive relationships between regional employers, educators, and other workforce partners to ensure an appropriately skilled workforce.	
Desired Success	<ul style="list-style-type: none"> Strengthened relationships between regional business leaders, educators, and workforce partners will be the hallmark of this strategy's success Alignment of Oklahoma's employer needs with education and training systems Partner awareness and coordination of pipeline needs and workforce preparation activities 	
Lead	Sarah Ashmore, Oklahoma Works Coordinator, Oklahoma Office of Workforce Development	
Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> Meeting held with KEN Champions to discuss next steps during first quarter KENs maintain a minimum of quarterly meetings KENs establish metrics within the first quarter in collaboration with education, local workforce partners, and private sector contacts KENs list and approach regional economic and business development organizations to find private sector participants KENs utilize EQA profile reports to help develop and maintain relationships with education, workforce partners, and private sector contacts Formal partnerships established (MOUs, letters of agreement, etc.) Regional workforce needs assessment and asset mapping conducted by mid-year Low-barrier program realignment performed by end of year based on needs assessment 	<ul style="list-style-type: none"> KENs maintain a minimum of quarterly meetings KENs assess progress toward metrics Adjusted metrics as needed Progress toward program realignment based on workforce needs assessment Increase business participation in student and teacher training through internships and externships Incorporate more work-based learning opportunities to increase career exposure and readiness, including: job shadowing, mentorships, business in the classroom, externships, internships, apprenticeships, and applied learning opportunities
Workflow and Milestones	2018	2019
	<ul style="list-style-type: none"> KENs maintain regular meetings Overall assessment of strategy progress Reassess metrics to raise bar based on success 	<ul style="list-style-type: none"> KENs maintain quarterly meetings Work toward new metrics

Objective 3: Partnerships - Strategy 1: Regional Partnerships (continued)

Major Metrics	<ul style="list-style-type: none"> • Increased enrollment in programs that align with workforce needs • Completion of aligned programs • Closure of Oklahoma's skills gap • Increased qualified employee pool • Fewer unfilled positions/reduced time to fill positions 	
Resources Required	Agency or Resource	Role
	<ul style="list-style-type: none"> • Private industry • State Department of Education (K-12) • CareerTech and Higher Education • Private Vocational Schools • Local Workforce Boards • Chambers of Commerce • Economic development groups 	<ul style="list-style-type: none"> • Define need and assist in program development • Career awareness • Teaching employability and technical skills • Providing students with a stronger academic foundation, particularly in math, to support all ecosystems • Program development and alignment

Objective 4: Resources

Optimize use of resources and incentives to achieve the Oklahoma Works goal.

Objective 4	Strategy 1: Optimize Cross Agency Resources	
Description	Identify and recommend creative, cross-agency, and cross-sector funding models that support similar workforce programs and include agency programs that potentially benefit from public-private partnerships.	
Desired Success	<ul style="list-style-type: none"> Agencies work together to maximize public funding (including federal, state, and local) and private resources to support cross-agency programs and achieve workforce objectives Agencies strategically use allocated dollars to serve clients without duplicating services Agencies submit cross-agency budget requests for consideration beginning with budget year 2018 	
Lead	Rebecca Hobbes, Government and Policy Assistant, Office of the Governor	
Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> Create document to identify existing partnerships and potential opportunities to collaborate in January 2016 Present document to Workforce System Partners in January 2016 Establish new and expand existing cross-agency project work groups (including the Oklahoma Works Workforce Partners, the WIOA System Partners, and other groups as needed) Identify common initiatives Establish common metrics 	<ul style="list-style-type: none"> Report findings and consider proposals Obtain stakeholder buy-in (political, agency) Review new partnerships
	2018	2019
	<ul style="list-style-type: none"> Roll out policy goals Coordinate project budget request 	<ul style="list-style-type: none"> Cross-agency coordinated funding based on workforce priorities in place
Major Metrics	<ul style="list-style-type: none"> Percentage of partners engaged in at least one cross-agency program Number of people in Oklahoma successfully entering the workforce through cross-agency partnerships (year over year comparisons) Qualitative program narratives 	

Objective 4: Resources - Strategy 1: Optimize Cross Agency Resources (continued)

Resources Required	Agency or Resource	Role
	<ul style="list-style-type: none">• Workforce system partners	<ul style="list-style-type: none">• Identify common initiatives and services that support workforce objectives• Act as the cross-agency working group to identify duplicative or similar services by multiple agencies• Identify potential public-private partnerships to maximize delivery of workforce programs• Develop joint budget proposals for workforce initiatives and services

Objective 4	Strategy 2: Connect and Learn	
Description	Engage with school districts to enhance their ability to acquire adequate broadband and Wi-Fi to meet the 2018 Federal Standards for students to enable the delivery of meaningful digital curriculum and supplementary programs.	
Desired Success	<ul style="list-style-type: none"> • Provide opportunity for every school in Oklahoma to access fiber • Establish goal of all districts meeting the 2018 Bandwidth Standard of 1 Mbps per student • Promote Wi-Fi in every classroom • Make broadband affordable with schools meeting a goal of \$3 per Mbps for broadband connections 	
Lead	Dustin Crossfield, Director of Technology Services, Office of Management and Enterprise Services	
Workflow and Milestones	2016	2016 (continued)
	<ul style="list-style-type: none"> • Hold press conference to announce the partnership with the National Governors Association, Education Superhighway and Schools in August 2016 • Complete analysis of fiber build cost to existing state fiber, contact schools and local broadband providers to discuss options and assist schools with completing plan and filing for E-Rate programs • Work with schools to determine needs to meet the 1 Mbps student bandwidth standard, work with local broadband providers to provide solutions, and assist schools with completing plan and filing for E-Rate bid 	<ul style="list-style-type: none"> • Establish several “canned” Wi-Fi solutions that can readily be purchased off state contract that has already been bid, work with schools to determine options and needs, and assist schools with completing plan and filing for E-Rate bid to ensure students have access to Wi-Fi in every classroom • Work with partners and stakeholders to message the program to schools • Obtain stakeholder buy-in (providers and schools)
	2017	2018
	<ul style="list-style-type: none"> • Continue to implement program and assist with Federal E-Rate reimbursement proposals • Launch digital learning programs and capacity building workshops for schools • Produce report of outcome metrics for initiative 	<ul style="list-style-type: none"> • Continue work on program implementation • Produce report of outcome metrics for initiative
Major Metrics	<ul style="list-style-type: none"> • Percentage of schools in Oklahoma with fiber-based connections • Percentage of districts meeting the 2018 Bandwidth Standards • Percentage of classrooms with Wi-Fi access • Percentage of districts paying \$3 or less per Mbps for their broadband connections • Number of digital delivery classes offered • Number of digital delivery supplementary education programs offered 	

Objective 4: Resources - Strategy 2: Connect and Learn (continued)

Resources Required	Agency or Resource	Roles
	<ul style="list-style-type: none">• Office of Management and Enterprise Services• State Department of Education• Oklahoma Corporation Commission	<ul style="list-style-type: none">• Determine build costs and schools to target• Communicate to schools and providers about the opportunity• Work with grant and education partners to message the E-rate opportunity and technical assistance from OMES and the NGA-ESH grant• Work with schools on the technical plan, E-Rate reimbursement, and build plan

Objective 4	Strategy 3: Performance Funding Practices	
Description	Identify national best practices for performance funding programs and work with Workforce System agencies to employ performance funding strategies. The goal is to encourage agencies to implement meaningful initiatives to improve outcomes based on performance funding models.	
Desired Success	<ul style="list-style-type: none"> • Capture existing performance funding programs in Oklahoma • Identify national best practices occurring throughout the nation • Continue and/or institute new and improved performance funding programs within each agency 	
Lead	Jake Yunker, Deputy Policy Director, Office of the Governor	
Workflow and Milestones	2016	2017
	<ul style="list-style-type: none"> • Partner with agencies to identify current ongoing performance funding practices • Work with national policy associations, think tanks and non-profits to identify and curate state and national performance funding best practices • Facilitate presentation of findings during Workforce Partners meeting 	<ul style="list-style-type: none"> • Agencies determine performance funding programs and pilot implementation timeline • Workforce System agencies pilot performance funding programs • Agencies provide outcomes of pilot programs implemented • Maintain and update national performance funding best practices
	2018	2019
	<ul style="list-style-type: none"> • Workforce System agencies fully launch performance funding programs • Agencies provide initial outcomes of programs 	<ul style="list-style-type: none"> • Workforce System agencies continue to implement, revise delivery, and report outcome metrics
Major Metrics	<ul style="list-style-type: none"> • Percentage of partners implementing at least one performance funding program • Qualitative assessment of outcomes based on the programs 	
Resources Required	Agency or Resource	Roles
	<ul style="list-style-type: none"> • Technical assistance from national experts • Workforce System agencies 	<ul style="list-style-type: none"> • Identify performance funding best practices • Provide information on current performance funding programs within each agency • Identify potential performance funding programs to pilot/ implement in each agency • Work within agency to develop and implement performance funding programs

Objective 4	Strategy 4: Access for Success
Description	<p>The goal of Access for Success (A4S) is to facilitate a coordinated effort between private industry and postsecondary institutions to support the start-up, recruitment, growth, and retention of companies. A4S, as a strategy, can assist in leveraging existing intellectual assets, programs, and state-of-the-art facilities available in Oklahoma's postsecondary education systems. The partnership will drive stronger alignment between postsecondary education priorities and State workforce needs and also bring to bear on private sector growth the full complement of capabilities available in postsecondary institutions. The public-private endeavors will support successful private sector growth and economic diversification.</p> <p>More than three-quarters of research and development is performed in six industry groups, with the bulk of private research and development funding residing in the manufacturing and technology sectors. Companies self-fund most of their research. Traditionally, universities have focused on basic research, but Oklahoma has a unique opportunity to leverage its postsecondary resources to expand applied research and development, especially in engineering. Through such partnerships, Oklahoma will bring its universities forward as an additional, differentiated competitive advantage while also showing practical value and clear return on investment for the private sector.</p>
Desired Success	<ul style="list-style-type: none"> • Faculty and students engaged to support research and development projects relevant to private sector company needs, primarily in the capacity of consultants • Greater use of facilities at postsecondary institutions by private sector companies • Increased numbers of students serving in internships and apprenticeships • Strengthen alignment between postsecondary education curricular priorities and State workforce needs • More effective portrayal of workforce availability to the private sector, including STEM-capable individuals • Retention of graduates from Oklahoma's postsecondary institutions with high-value, in-demand degrees • An increase in the number of start-up companies and entrepreneurs • Increased capture of companies wishing to relocate to Oklahoma • Enhanced understanding, and greater visibility, of the practical benefits of postsecondary education to the State beyond awarding degrees
Lead	<p>Lead: Kelvin K. Droegemeier, Secretary of Science and Technology</p> <p>Co-Lead: Patrick Fitzgerald, Special Advisor for Innovation, Entrepreneurship and Entertainment</p>

Objective 4: Resources - Strategy 4: Access for Success (continued)

Workflow and Milestones	2016	2017
	Not applicable. (This strategy was added in 2017.)	<ul style="list-style-type: none"> Obtain a legal opinion about whether the Oklahoma Constitution provision regarding gifting State property applies to intellectual property owned by the regents/boards of State universities Work with OU, OSU and TU on specific elements of Access for Success, establishing a process that can then be applied to other colleges and universities in the State Continue developing R&D portfolios at OU, OSU and TU for the 16 key economic development areas identified by the Governor's S&T Council Begin building awareness among faculty and research staff about Access for Success and the value to them and their institutions. Engage the business community (e.g., Business Roundtable, Chambers of Commerce, other organizations) in Access for Success to help craft some of the components
	2018	2019
	<ul style="list-style-type: none"> Establish a formal, multi-sector advisory structure for A4S Begin working with the Chancellor for Higher Education and Provosts of OU, OSU and TU on faculty credit for engagement with the private sector Determine non-profit organizations and foundations interest in the initiative 	<ul style="list-style-type: none"> Perform initial evaluation of A4S in meeting its stated goals
Major Metrics	<ul style="list-style-type: none"> Number of public-private partnerships created through ACS Number of postsecondary institutions engaged in ACS Number of interns and apprentices working in Oklahoma companies Number of faculty serving as consultants to private industry Number of post-secondary facilities being used, for the first time, by industry 	
Resources Required	Agency or Resource	Roles
	<ul style="list-style-type: none"> Postsecondary Institutions and private sector 	<ul style="list-style-type: none"> The institutions will support the recruitment and retention of local, national and international companies as well as leverage institutions intellectual capacity and facilities.

Objective 4	Strategy 5: Innovate Oklahoma
Description	<p>The Innovate Oklahoma initiative and Innovate.OK.Gov portal serve as a collaboration point between state government, the technology community and citizens to learn of software development opportunities with OMES and state agencies. OCAST and OMES will work to identify Innovation Projects with the aim of turning bright ideas into solutions that state government can purchase. Businesses will be able to market the solutions to other state governments and private entities, thus creating opportunities to allow home-grown businesses to thrive.</p> <p>The goal is to move a small portion annually from support of legacy technologies to innovative services created by innovation projects delivered through the OMES/OCAST partnership. By creating a niche market through Innovate Oklahoma, the foundation is being laid to become a hub of e-government innovation, creating jobs and generating wealth. This will also allow custom tech applications to be developed to directly meet the needs of state departments and agencies, leading to innovation and efficiencies in government. The most positive indirect benefit will be the enticement of other technology-based firms to the state to gain access to the quality of workforce developed from this project.</p>
Desired Success	<ul style="list-style-type: none"> • Grow the state's tech sector by encouraging and supporting the startup technology community • Reduce State Government's technology spending by replacing expensive, outdated, and inefficient legacy applications with innovative private sector startup solutions that are web-based and citizen-focused • Build strong partnerships between OMES, OCAST, I2E and other state non-profit organizations to provide opportunities for startup companies to bid on, create and deliver innovative and customized solutions to needs of state agencies and departments. This will also modernize the way state government does business.
Lead	<p>Lead: Dustin Crossfield, Director of Technology Services, Office of Management and Enterprise Services</p> <p>Co-Lead: Chad Mullen, Director of Government Relations and Strategic Initiatives, Oklahoma Center for the Advancement of Science and Technology</p>

Objective 4: Resources - Strategy 5: Innovate Oklahoma (continued)

Workflow and Milestones	2016	2017
	Not applicable. (This strategy was added in 2017.)	<ul style="list-style-type: none"> • Outreach to tech companies and entrepreneurs to inform potential participants of the opportunities Innovate Oklahoma provides • Work with State Agencies to determine potential areas to move legacy workloads to innovative solutions
	2018	2019
	<ul style="list-style-type: none"> • Work with companies to create solutions to challenges identified by state agencies • Provide trainings for companies on how to apply for the government contracts through OMES and OCAST • Engage non-profit tech organization to promote initiative 	<ul style="list-style-type: none"> • Continue to build and improve on programs provided by the Innovate Oklahoma portal
Major Metrics	<ul style="list-style-type: none"> • Number of customized solutions created to improve delivery of services by state agencies • Amount of state dollars saved by moving legacy programs to customized solutions • Number of new tech jobs created by the initiative 	
Resources Required	Agency or Resource	Roles
	<ul style="list-style-type: none"> • Office of Management and Enterprise Services • Oklahoma Center for the Advancement of Science and Technology • State Agencies 	<ul style="list-style-type: none"> • The agency will identify the potential opportunities to build custom solutions for state agencies • The agency will work with OMES to support the implementation and contracting for the initiative • State Agencies will identify potential opportunities for custom solutions to be developed

APPENDICES

Appendix A: Blueprint

Appendix B: WIOA Strategic Plan Summary

Appendix C: Oklahoma Works Partner Flow Chart

Appendix D: Oklahoma Works Organizational Chart

Appendix E: Acknowledgements

Appendix F: Executive Order - Launch Oklahoma: Educational Attainment Goal

Appendix G: Launch Oklahoma: Regional Educational Attainment Goals

Appendix H: Key Economic Network (KEN) and Workforce Development Maps

Appendix A: Blueprint



A Blueprint for Success

Oklahoma's Challenge

Oklahoma's economy is more diversified than ever however, experts predict that Oklahomans must earn significantly more postsecondary degrees and credentials to have the skills employees demand to continue to grow and prosper.

The Solution

Gov. Mary Fallin created Oklahoma Works to address the workforce crisis. Oklahoma Works is designed to increase the wealth of all Oklahomans by aligning education and training to create a workforce for Oklahoma's businesses. Oklahoma Works is composed of a coalition of businesses, educational institutions, state agencies and other partners. This initiative is aligned with the federal Workforce Innovation Opportunity Act (WIOA).

In 2015, a strategic plan was created for Oklahoma Works to help guide the initiative. This planning effort was an unprecedented convening of multiple agencies, and public- and private-sector representatives from all regions of the state. Working together, the group defined what needed to be done to create Oklahoma's future workforce.

Oklahoma Works catalyzes the creation of a talent pipeline to ensure all Oklahomans have the skills and education necessary to enter and advance in rewarding careers. In 2016, Gov. Fallin established Launch Oklahoma, a statewide attainment goal which calls for 70 percent of Oklahoma's workforce ages 25-64 to have education or training beyond high school by 2025. Additionally, Oklahoma established a statewide goal to have 20,000 registered apprenticeships and internships by 2020. This goal, known as Earn and Learn Oklahoma, was established in 2017.

Using Oklahoma Works' four objectives and associated strategies, we can help all Oklahomans achieve the American Dream.

Key Objectives

Objective 1: ALIGN AND CONNECT

Connect the education and training pipeline with the needs of regional economies by coordinating across the education and workforce system.



Objective 2: DATA

Integrate and use workforce and economic development data to inform policy, track progress and measure success.



Objective 3: PARTNERSHIPS

Build partnerships between industry and education at the regional level.



Objective 4: RESOURCES

Optimize the use of resources and incentives to achieve the Oklahoma Works goal.



By 2025, Oklahoma MUST:

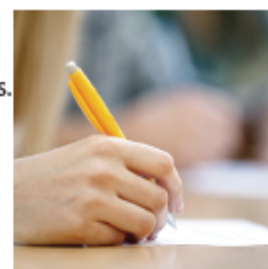
- Increase employment in critical occupations
- Increase per capita personal income as a percentage of the national average
- Increase percentage of high school graduates meeting college readiness benchmarks on ACT and SAT
- Increase total labor force participation rate
- Increase number of degrees and certificates obtained
- Increase percentage of fourth grade students statewide who score proficient or above in reading
- Decrease state youth unemployment rate
- Decrease state poverty rate

ALIGN AND CONNECT

Career Pathways: Improve Oklahomans' exposure to careers, and the skills, education and training required for entry into and advancement within those careers, in order to increase the number of Oklahomans in the education-to-workforce pipeline. This includes Individualized Career and Academic Plans (ICAPs) for middle and high school students.

Postsecondary Attainment & Work-Based Learning: Create a highly skilled workforce with the necessary employability skills by increasing the number of degrees, certificates and workforce credentials obtained through postsecondary institutions and work-based learning opportunities.

Transportation Services: Provide transportation to Oklahomans in rural and urban areas, in order to address the fundamental challenge of connecting education, training and work opportunities with citizens who need them most.



DATA

Labor Supply and Demand Gap: Utilize statewide data to decrease the skills gap by defining benchmarks at all levels of education and training that lead to employability in identified ecosystems. Evaluate and use competencies and assessments. Identify and minimize existing data gaps.

OKJobMatch: Launch OKJobMatch as the official job and labor exchange system for the state. OKJobMatch will connect jobseekers with employers, while improving the accuracy of data available to decision makers.

Common Connectivity: Create a common intake portal so service providers can identify the eligibility of citizens and refer them to appropriate providers, ensuring more Oklahomans can enter and remain in the workforce.

PARTNERSHIPS

Regional Partnerships: Cultivate and maintain productive relationships between employers, educators and other partners to ensure an appropriately skilled workforce.

RESOURCES

Cross-Agency Resources: Identify and recommend creative, cross-agency and cross-sector funding models that support similar workforce programs. Include agency programs that potentially benefit from public-private partnerships.

Connect and Learn: Engage with school districts to acquire adequate broadband and Wi-Fi to meet the 2018 Federal Standards. Enable the delivery of meaningful digital curriculum enable and supplementary programs for students.

Performance Funding Practices: Identify national best practices for performance funding programs and encourage agencies to implement meaningful initiatives to improve outcomes based on performance funding models.

Access for Success: Facilitate research and development partnerships between private industry and postsecondary institutions that leverage existing in-state resources to recruit and retain companies.

Innovate Oklahoma: Allow custom technology applications to be developed to meet the needs of state departments and agencies, leading to innovation, efficiency in government, and increased entrepreneurship.



Appendix B: WIOA Strategic Plan Summary**Workforce Innovation and Opportunity Act
Unified State Plan for Oklahoma
EXECUTIVE SUMMARY**

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each State must submit a Unified State Plan to the U.S. Secretary of Labor that outlines a four-year workforce development strategy for the State's workforce development system. The publicly-funded workforce system is a national network of Federal, State, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all jobseekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy. States must have approved Unified Plans in place to receive funding for core programs.

Oklahoma is submitting a Unified State Plan. The Unified State Plan is aligned with the goals and mission of the Oklahoma Works Strategic Plan. The final plan is available at www.oklahomaworks.gov.

The Unified State Plan includes a Strategic Planning Elements section that analyzes the State's current economic environment and identifies the State's overall vision for its workforce development system. The required elements allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs to support economic growth.

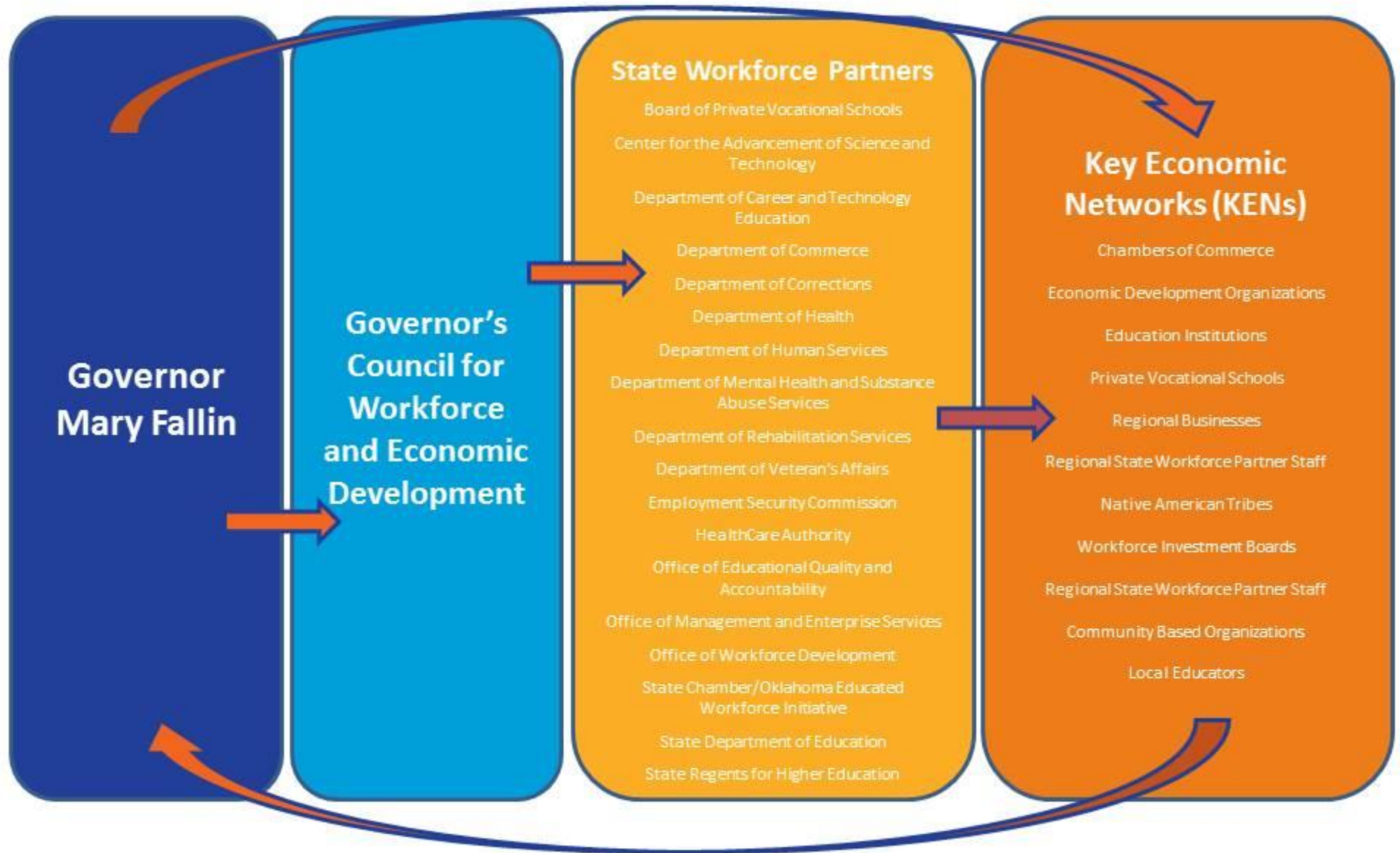
Included in the Unified State Plan is a four-year strategy for the core programs. The six core programs are—

- the Adult Program (Title I of WIOA),
- the Dislocated Worker Program (Title I),
- the Youth Program (Title I),
- the Adult Education and Family Literacy Act Program (Title II), and
- the Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by title III),
- the Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

The major content areas of the Unified State Plan include strategic and operational planning elements. WIOA separates the strategic and operational elements to facilitate cross-program strategic planning.

- The Strategic Planning Elements section includes analyses of the State's economic conditions, workforce characteristics, and workforce development activities. These analyses drive the required vision and goals for the State's workforce development system and alignment strategies for workforce development programs to support economic growth.
- The Operational Planning Elements section identifies the State's efforts to support the State's strategic vision and goals as identified in the Strategic Planning Elements section. This section ensures that the State has the necessary infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination. Operational planning elements include State Strategy Implementation.

Appendix C: Oklahoma Works Partner Flow Chart



Appendix D: Oklahoma Works Organizational Chart



Organizational Chart

Governor Mary Fallin

Katie Altshuler
Goal Lead, Office of the Governor

Core Leadership Team

Nathaniel Harding, Antioch Energy
State Superintendent Joy Hofmeister, OSDE
Chancellor Glen Johnson, OSRHE
State Director Marcie Mack, ODCTE
Secretary Natalie Shirley, Education & Workforce
Secretary Deby Snodgrass, Commerce

Align and Connect

Sarah Ashmore

Oklahoma Office of Workforce Development

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STRATEGY TEAM

Postsecondary Attainment & Work-Based Learning

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STRATEGY TEAM

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STRATEGY TEAM

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Labor Supply and Demand Gap

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STRATEGY TEAM

OKJobMatch

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STRATEGY TEAM

Common Connectivity

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STRATEGY TEAM

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Oklahoma Educated Workforce Initiative

Regional Partnerships

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Ryan Posey, South Central
Lundy Kiger, Southern
John Barton, Eastern
Stuart Solomon, Tulsa Area
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Connect and Learn

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Performance Funding Practices

Jake Yunker, Office of the Governor

Access for Success

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Innovate Oklahoma

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Chad Mullen OCAST

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Appendix E: Acknowledgements

OKLAHOMA WORKS PLAN ACKNOWLEDGEMENTS

This list is to honor and acknowledge those who were present in the meetings on November 3, December 1, December 8, and/or December 15, 2015 whose participation, input and guidance formed this plan.

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Chancellor Glen Johnson
Amanda Paliotta
Tony Hutchison
Marion Dilbeck
Debbie Blanke
Connie Lake

Appendix F: Executive Order--Launch Oklahoma Educational Attainment Goal



Mary Fallin
Governor

FILED

DEC 29 2016

OKLAHOMA SECRETARY
OF STATE

EXECUTIVE DEPARTMENT EXECUTIVE ORDER 2016-41

I, Mary Fallin, Governor of the State of Oklahoma, pursuant to the power and authority vested in me by Sections 1 and 2 of Article VI of the Oklahoma Constitution hereby direct the Oklahoma Works Leadership Team (Team) to implement an Educational Attainment Goal for the State of Oklahoma.

Oklahoma will be well-served by establishing the goal of seventy (70) percent of our residents 25-64 years-old having education training beyond high school by the year 2025. The goal is called Launch Oklahoma. The Team shall develop and recommend a strategic plan to accomplish this goal. The strategic plan shall include, but is not limited to:

- Recommended strategies to increase post-secondary education and training attainment and decrease the skills gap;
- Metrics and benchmarks to demonstrate progress toward the seventy (70) percent goal. These metrics and benchmarks shall include, but are not limited to:
 - Progress toward reducing the socioeconomic, ethnic and racial achievement gaps in PK-12th grade and increasing equity in post-secondary enrollment; and
 - Progress toward increasing the percent of traditional-age students and adult learners who earn post-secondary degrees, certificates, or other credentials.
- Assessment of whether post-secondary degrees, certificates, and other credentials awarded by Oklahoma post-secondary institutions align with high-demand job needs and job-placement rates; and
- Other goals and objectives as requested by the Governor.

The final strategic plan shall be submitted to the Office of the Governor by November 1, 2017.

For the purposes of carrying out this work, the Secretary of Education & Workforce shall serve as the Chairperson of the Team. The members of the Team are the Chancellor of the Oklahoma State System of Higher Education or designee, the Director of the Oklahoma Department of Career & Technology Education or designee, the Executive Director of the Oklahoma Office of Workforce, the Deputy Superintendent for Academic Affairs & Planning for the State Department of Education, the Director of Research & Economic Analysis Services for the Oklahoma Department of Commerce, the Executive Director of the Oklahoma Educated Workforce Initiative, and shall be supported by the Governor's staff, the Oklahoma Works

Coordinator and the Statewide Performance Management Division of the Office of Management & Enterprise Services.

The Team shall meet at such times and places as the Chairperson deems appropriate. Members shall serve without compensation. Administrative support for the Task Force shall be provided by the Office of the Governor.

All Executive departments, officers, agencies and employees of this State shall cooperate with the Team in carrying out its duties and responsibilities, including providing any information, records and reports as may be requested by the Chairperson.

This Executive Order shall be distributed to the Secretary of State.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Oklahoma to be affixed at Oklahoma City, Oklahoma, this 21st day of December, 2016.

BY THE GOVERNOR OF THE STATE OF OKLAHOMA


MARY FALLIN

ATTEST:


MIKE HUNTER, SECRETARY OF STATE

Appendix G: Launch Oklahoma: Regional Educational Attainment Goals

Launch Oklahoma Regional Attainment Goals

OKLAHOMA

Year	All Postsecondary	Vocational	Associate Degree	Bachelors & Higher
2018	108,229	13,954	33,629	30,314
2019	217,378	27,912	67,574	60,782
2020	327,359	41,880	101,805	91,388
2021	438,028	55,835	136,274	122,102
2022	548,974	69,780	170,842	152,845
2023	660,072	83,713	205,463	183,601
2024	771,168	97,632	240,086	214,343
2025	882,123	111,533	274,664	245,048

CENTRAL KEY ECONOMIC NETWORK

Counties: Canadian, Cleveland, Hughes, Lincoln, Logan, Okfuskee, Oklahoma, Pottawatomie, Seminole

Year	All Postsecondary	Vocational	Associate Degree	Bachelors & Higher
2018	72,327	26,103	20,233	25,992
2019	109,676	39,633	30,692	39,351
2020	147,534	53,380	41,301	52,854
2021	185,814	67,308	52,034	66,472
2022	224,244	81,304	62,811	80,129
2023	262,740	95,331	73,607	93,802
2024	301,219	109,354	84,398	107,467
2025	339,611	123,342	95,164	121,105

EASTERN KEY ECONOMIC NETWORK

Counties: Adair, Cherokee, McIntosh, Muskogee, Okmulgee, Sequoyah, Wagoner

Year	All Postsecondary	Vocational	Associate Degree	Bachelors & Higher
2018	1,800	767	689	344
2019	11,197	4,775	4,287	2,135
2020	20,599	8,788	7,887	3,924
2021	30,012	12,807	11,493	5,712
2022	39,427	16,829	15,099	7,499
2023	48,841	20,851	18,706	9,284
2024	58,249	24,871	22,311	11,067
2025	67,647	28,886	25,912	12,848

NORTHEAST KEY ECONOMIC NETWORK

Counties: Craig, Delaware, Mayes, Nowata, Ottawa, Rogers, Washington

Year	All Postsecondary	Vocational	Associate Degree	Bachelors & Higher
2018	3,986	1,641	1,490	854
2019	12,394	5,108	4,634	2,652

2020	20,828	8,590	7,787	4,451
2021	29,286	12,086	10,949	6,250
2022	37,736	15,582	14,108	8,046
2023	46,178	19,075	17,265	9,839
2024	54,605	22,562	20,415	11,628
2025	63,013	26,042	23,559	13,412

SOUTH CENTRAL KEY ECONOMIC NETWORK*Counties: Caddo, Comanche, Cotton, Grady, Jefferson, McClain, Stephens, Tillman*

Year	All Postsecondary	Vocational	Associate Degree	Bachelors & Higher
2018	3,217	1,442	993	783
2019	12,470	5,588	3,852	3,029
2020	21,748	9,746	6,725	5,277
2021	31,040	13,911	9,606	7,523
2022	40,351	18,085	12,496	9,770
2023	49,666	22,261	15,389	12,017
2024	58,979	26,436	18,281	14,262
2025	68,284	30,607	21,171	16,506

SOUTHERN KEY ECONOMIC NETWORK*Counties: Atoka, Bryan, Carter, Choctaw, Coal, Garvin, Haskell, Johnston, Latimer, LeFlore, Love, Marshall, McCurtain, Murray, Pittsburg, Pontotoc, Pushmataha*

Year	All Postsecondary	Vocational	Associate Degree	Bachelors & Higher
2018	3,368	1,565	1,240	563
2019	6,735	3,129	2,480	1,126
2020	18,150	8,435	6,687	3,028
2021	29,565	13,741	10,900	4,924
2022	40,966	19,041	15,111	6,814
2023	52,359	24,337	19,321	8,701
2024	63,741	29,628	23,528	10,584
2025	75,109	34,913	27,730	12,466

TULSA KEY ECONOMIC NETWORK*Counties: Creek, Osage, Pawnee, Tulsa*

Year	All Postsecondary	Vocational	Associate Degree	Bachelors & Higher
2018	34,641	11,824	11,196	11,621
2019	54,777	18,715	17,715	18,348
2020	75,072	25,671	24,291	25,110
2021	95,520	32,690	30,924	31,907
2022	116,007	39,729	37,573	38,705
2023	136,520	46,784	44,234	45,502
2024	157,021	53,839	50,892	52,290
2025	177,480	60,881	57,536	59,063

WESTERN KEY ECONOMIC NETWORK

Counties: Alfalfa, Beaver, Beckham, Blaine, Cimarron, Custer, Dewey, Ellis, Garfield, Grant, Greer, Harmon, Harper, Jackson, Kay, Kingfisher, Kiowa, Major, Noble, Payne, Roger Mills, Texas, Washita, Woods, Woodward

Year	All Postsecondary	Vocational	Associate Degree	Bachelors & Higher
2018	7,446	3,020	2,121	2,305
2019	19,345	7,934	5,573	5,836
2020	31,284	12,883	9,038	9,362
2021	43,215	17,843	12,502	12,869
2022	55,149	22,814	15,967	16,369
2023	67,086	27,791	19,432	19,864
2024	79,034	32,775	22,900	23,358
2025	90,979	37,759	26,368	26,853

Appendix H: Key Economic Networks (KENs) / Local Workforce Development Areas

